

## Message Text

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ORIGIN HUD-02

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TAGS:TGEN, UR, US

SUBJECT: U.S.-U.S.S.R. HOUSING AGREEMENT: VISIT OF U.S.  
PROJECT TEAM ON NEW TOWNS

REQUEST EMBASSY TRANSMIT ASAP FOLLOWING LETTER FROM STEGALL  
OF HUD TO TERENTIEV OF GOSSTROY.

"DEAR OLEG, MR. WILLIAM WHITE, NEW U.S. CO-CHAIRMAN FOR  
WORKING GROUP ON NEW TOWNS, HAS PROPOSED THAT AN AMERICAN  
DELEGATION OF 6 OR 7 PERSONS VISIT THE SOVIET UNION JUNE 12  
TO 24. THE TEAM WOULD REPRESENT THE TWO PROJECT AREAS OF  
NEW TOWN PLANNING AND NEW TOWN MANAGEMENT. AS HE AND MR.  
KUDRYAVTSEV AGREED AT THE WORKING GROUP MEETING IN WASHING-  
TON LAST MONTH, THE U.S. DELEGATES WILL CONTINUE WORK WITH  
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THEIR SOVIET COUNTERPARTS ON THE JOINT INTRODUCTION FOR THE  
NEW TOWN PLANNING PUBLICATION, INITIATE MORE DETAILED WORK  
ON THE NEW TOWNS MANAGEMENT PUBLICATION, AND DISCUSS RE-  
SPECITIVE MANAGEMENT PRACTICES.

"THE FOLLOWING ITINERARY IS PROPOSED:

SUNDAY, JUNE 12, P.M. - ARRIVAL OF AMERICAN DELEGATION IN MOSCOW;

MONDAY, JUNE 13 - BRIEFING BY APPROPRIATE INSTITUTES ON SOVIET NEW TOWN MANAGEMENT PRACTICES. QUESTIONS IN ATTACHMENT SHOULD BE ADDRESSED;

TUESDAY, JUNE 14 - BEGIN WORK ON MANAGEMENT PUBLICATION. (SPLIT UP INTO TWO TEAMS, IF NECESSARY, TO WORK ON PLANNING AND MANAGEMENT PUBLICATIONS.);

BEGIN WORK ON REDRAFTING JOINT INTRODUCTION AND COUNTRY REPORTS;

WEDNESDAY, JUNE 15 - SAME AS ABOVE;

THURSDAY, JUNE 16 - MORNING--SAME AS ABOVE; AFTERNOON--TOUR KREMLIN AND OTHER KEY SPOTS; EVENING--FLIGHT FOR YEREVAN, ARMENIA;

FRIDAY, JUNE 17 - MORNING--TOUR YEREVAN; AFTERNOON--BRIEFING ON MANAGEMENT PRACTICES FOR ARMENIAN NEW TOWNS;

SATURDAY, JUNE 18 - TOUR NEARBY NEW TOWN; EVENING--LEAVE FOR KIEV;

SUNDAY, JUNE 19 - CULTURAL AND HISTORIC KIEV TOUR, INCLUDING MUSEUM;  
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MONDAY, JUNE 20 - BRIEFING BY MANAGEMENT INSTITUTE IN KIEV. BRIEFING ON NEW TOWN DEVELOPMENT IN THE UKRAINE AS A WHOLE;

TUESDAY, JUNE 21 - MORNING--PLANE OR TRAIN TO VILNIUS, WHICHEVER CAN ARRIVE BEFORE NOON. VERY EARLY MORNING TRAIN ACCEPTABLE.  
AFTERNOON--HISTORIC VILNIUS;

WEDNESDAY, JUNE 22 - NEW DEVELOPMENTS AROUND VILNIUS. BRIEFING ON MANAGEMENT PRACTICES IN LITHUANIA.  
EVENING--ALL NIGHT OR EVENING TRAIN TO LENINGRAD, IF POSSIBLE;

THURSDAY, JUNE 23 - MORNING--SIGN PROTOCOL.  
AFTERNOON--PETRODVORETS;

FRIDAY, JUNE 24 - DEPART FOR UNITED STATES OR OTHER

DESTINATIONS. (UNDERHILL REQUESTS PERMISSION TO STAY IN LENINGRAD FOR WEEKEND AND DEPART ON MONDAY, JUNE 27).

"MR. WHITE ALSO SUBMITS THE FOLLOWING QUESTIONS OF INTEREST

TO THE U.S. TEAM AND HOPES THAT MEETINGS WITH THE SOVIETS WILL AFFORD OPPORTUNITIES TO DISCUSS THESE WHILE IN MOSCOW:

1. ARE THERE SPECIAL SCHOOLS IN THE USSR TO TRAIN HOUSING OR NEW TOWN BUILDERS AND DEVELOPERS IN MANAGEMENT? IF SO, WHERE ARE THEY? (FOR PURPOSES OF THESE QUESTIONS, NEW TOWN MANAGEMENT IS DEFINED AS THE PROCESS WHEREBY MEN, MONEY AND MATERIALS ARE ORGANIZED AND COORDINATED OR DIRECTED TO PLAN A NEW TOWN, DEVELOP AND BUILD IT, AND TO OPERATE ITS FACILITIES UNTIL A FUNCTIONING CITY GOVERNMENT TAKES OVER. THE ELEMENTS OF THE MANAGEMENT PROCESS ARE IMPLIED BY THE QUESTIONS MENTIONED ABOVE.)

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2. ARE THERE STANDARD TEXT BOOKS ON MANAGEMENT WHICH ARE ESPECIALLY USEFUL TO PERSONS IN THE FIELD OF BUILDING NEW TOWNS?

3. GIVE SOME CONCRETE ILLUSTRATIONS FROM NABERZHNIYE CHELNII OR ANOTHER NEW TOWN OF HOW THE VARIOUS ENTITIES IN THE SOVIET UNION ARE ORGANIZED TO UNDERTAKE THE NEW TOWN IN THE THREE PHASES OF DEVELOPMENT COVERED IN APPENDIX D TO THE DECEMBER PROTOCOL ON MANAGEMENT (PLANNING, DEVELOPMENT AND OPERATIONS). INCLUDED SHOULD BE ENTITIES INVOLVED IN THE NEW TOWN DEVELOPMENT AT THE NATIONAL LEVEL, REPUBLIC AND LOCAL LEVELS.

4. WHAT ARE THE MOST ADVANCED TECHNIQUES OR THOSE IN MOST COMMON PRACTICE IN MANAGING FUNDS IN UNDERTAKING A NEW TOWN, INCLUDING THE USE OF COMPUTERIZED PROJECTIONS OF COSTS AND REVENUES, FINANCIAL REPORTING SYSTEMS TO ENSURE PROPER ACCOUNTABILITY?

5. WHAT ARE THE PERSONNEL MANAGEMENT PRACTICES IN THE NEW TOWNS MANAGEMENT PROCESS, INCLUDING TECHNIQUES FOR IDENTIFICATION OF SKILLS, EVALUATION OF PERFORMANCE, INCENTIVES AND PROMOTIONS, MEASUREMENT OF PRODUCTIVITY, AND TRAINING?

6. WHAT HAVE BEEN THE SUCCESSES AND PROBLEMS IN APPLYING COMPUTERIZED ECONOMIC MODELS TO SOLVING NEW TOWN PLANNING AND MANAGEMENT PROBLEMS, PARTICULARLY WITH REGARD TO DETERMINING OPTIMUM MIX OF THE ECONOMIC BASE, SERVICE INDUSTRY, PACE AND DEVELOPMENT OF HOUSING AND INFRASTRUCTURE, DETERMINATION OF NEW TOWN LOCATION VIS-A-VIS OTHER TOWNS

AND RAW MATERIALS, ETC.?

7. WHAT TOOLS AND TECHNIQUES HAVE BEEN APPLIED TO AID IN DECISION-MAKING IN ALL THREE PHASES OF NEW TOWN PLANNING AND DEVELOPMENT? AMONG THE TOOLS DISCUSSED MAY BE OPER-UNCLASSIFIED

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ATIONS RESEARCH, PROGRAM BUDGETING, DELPHI, ETC.

8. WHAT ARE THE SCOPE AND PROBLEMS OF SYSTEMS WHICH HAVE BEEN SET UP TO OBTAIN INFORMATION FOR DECISION MAKING IN ALL PHASES OF NEW TOWN DEVELOPMENT?

9. WHAT TECHNIQUES HAVE BEEN APPLIED WITH WHAT DEGREE OF SUCCESS IN EVALUATING PAST PERFORMANCE IN PLANNING, DEVELOPING AND OPERATING A NEW TOWN SO THAT PERFORMANCE CAN BE IMPROVED AS THE NEW TOWN PROCEEDS AND AS FUTURE NEW TOWNS ARE DONE? HAVE STUDIES BEEN DONE COMPARING PERFORMANCE OF NEW TOWNS WITH NON-NEW TOWNS? IF SO, WHAT GOALS OR PERFORMANCE STANDARDS ARE USED FOR EVALUATING PERFORMANCE?

10. WHAT TECHNIQUES HAVE BEEN DEVELOPED TO EFFECTIVELY MANAGE APARTMENTS, OFFICE BUILDINGS, INDUSTRIAL BUILDINGS, RECREATION CENTERS, UTILITIES, AND SHOPPING CENTERS TO INSURE BETTER SERVICES AND MORE ECONOMICAL OPERATIONS?

11. WHAT ARE THE MAJOR PROBLEMS AND SUCCESSES OF SOVIET NEW TOWN MANAGEMENT?

"AS SOON AS WE HAVE RECEIVED YOUR CONFIRMATION OF THE VISIT AND ITINERARY WE WILL SEND THE NAMES OF THE TEAM MEMBERS AND FLIGHT INFORMATION. WE WOULD APPRECIATE YOUR RESPONSE BY MAY 16. BEST REGARDS, SINCERELY, RONALD D. STEGALL, EXECUTIVE SECRETARY." CHRISTOPHER

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## Message Attributes

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**To:** MOSCOW  
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